



3 NOV 1967

Mr. Jean J. Contarier, Executive Director
National Civil Service League
1346 Connecticut Avenue, N. W.
Washington, D. C. 20036

Dear Mr. Contarier:

It is my pleasure to nominate Colonel Lawrence K. White, Executive Director-Comptroller of the Central Intelligence Agency, for the **STATINTL** tenth Annual Career Service Awards of the National Civil Service League.

Colonel White began his civilian career of public service with this Agency which was then in its earliest organizational phase. Colonel White was a principal architect of the Agency's management and administration concepts and practices and through the years has served in ever more responsible roles. He has served as Executive Director-Comptroller under two Directors and in top executive positions under four. His outstanding accomplishments are recognized throughout national security departments both in the United States and abroad. His dedication to the progressive improvement of management in the Federal Service and his total involvement in the organization and development of this Agency over the past twenty years has shown him to be an outstanding career executive in the service of the United States Government.

I recommend Colonel White to the National Civil Service League for its 1968 Career Service Award as I consider him to be one of the most brilliant executives with whom I have been associated.

Sincerely,

/s/ Richard Helms

Richard Helms
Director

Enclosures

Originator: /s/ Bennett J. Scholes (on Orig/ version)

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Concur:

Deputy Director for Support

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NAME, TITLE AND GRADE: Lawrence K. White, Executive Director-Comptroller,
EF IV

ORGANIZATIONAL LOCATION: Central Intelligence Agency, Washington, D. C.
20505

RESIDENCE: [REDACTED]

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EDUCATION: 1929-33 U. S. Military Academy, West Point -- B.S., Engineering, Philosophy; 1937 Infantry School, Ft. Benning, Georgia; 1953 Human Resources Program; 1955 Advanced Management Program, Harvard University; 1960 Management Analysis Conference, Brookings Institution

LENGTH OF SERVICE: 20 Years

MARITAL STATUS: Married, 3 children

DATE AND PLACE OF BIRTH: 10 June 1912, Union City, Tennessee

Colonel White has had two distinguished careers, one in the Army and one in the Central Intelligence Agency. He entered military service in 1930 as a West Point Cadet and retired on combat disability, Colonel, USA, in 1947. He served with the Philippine Scouts from 1939 to 1941. Colonel White served in the South and Southwest Pacific Theaters during World War II and was wounded in combat in the Philippines in 1945. After being hospitalized for approximately two years, he retired from active STATSPEC

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demonstrated executive competence led to his selection in 1954 as Assistant Deputy Director for Administration, and to his succession to the position of Deputy Director for Support in 1954. It was here that his full talents and abilities were widely demonstrated and proved. In this capacity he had the responsibility of shaping the framework of the support organization of the total Agency. He served as Deputy Director for Support until July 1965 when he was appointed by Admiral Rakosa, then Director of Central Intelligence, as Executive Director-Comptroller, which is the Agency's top management position, in which he is currently serving.

BRIEF SUMMARY STATEMENT

As Executive Director-Comptroller, Colonel White is my chief executive officer and third officer in the channel of command. He is charged with the over-all management of the Agency including the responsibility for directing the budget, program analysis and all the manager functions of the CIA. He ensures the necessary action by the proper components

on my decisions and those of the Deputy Director, oversees the internal management of the Agency and coordinates the activities of the four major Deputy Directorates. In this role, he is comparable to a Chief of Staff and exercises both directive and approval authority. In my absence and that of the Deputy Director, Colonel White is the Acting Director of Central Intelligence. The complexity of U. S. responsibilities in the world and the comparable complexities of Agency responsibilities present daily challenges to Colonel White which he meets with unlimited ability, imagination and dedication. The nomination of Colonel White for the Career Service Award is based on his superior executive performance which contributes immeasurably to the success of this Agency's objectives and to those of the nation.

Submitted by: 7s/ Richard Helms
Director of Central Intelligence

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Colonel Lawrence E. White, USA (Ret.), enjoyed a long and successful career in the Army before entering the field of intelligence [redacted] and received the following military honors: Distinguished Service Cross, Silver Star Medal, Legion of Merit with Oakleaf Cluster, Bronze Star Medal with Oakleaf Cluster, Navy Commendation Ribbon, Purple Heart, American Defense Service Medal, American Campaign Medal, Asiatic Pacific Campaign Medal with two Bronze Battle Stars, Philippine Liberation Ribbon with Bronze Battle Star, and the Combat Infantry Badge. The honors and decorations given to him for meritorious service and bravery during World War II and the high esteem in which he is held in the Central Intelligence Agency and the United States intelligence community are evidence that Red White has a position of prominence among men and women who have made unique contributions to the maintenance and strengthening of our national security.

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Colonel White began his career in intelligence with the [redacted]

Administrative Directorate. He served as Assistant to the Deputy Director for Administration from 1952 until 1954 when he was appointed by Allen D. Dulles, then Director of Central Intelligence, as Deputy Director for Administration -- a position now designated as Deputy Director for Support. In June 1963 Admiral Roborn, the Director of Central Intelligence at that time, appointed Colonel White as Executive Director-Comptroller, the Agency's top executive-management position which had been created in 1962.

As Executive Director-Comptroller, Colonel White is charged with overall responsibility for directing the budget, program analysis, and all manpower functions of CIA. He ensures necessary action by the proper components on decisions of the Director and Deputy Director, oversees internal management, and coordinates the activities of the four major Deputy Directorates of the Agency. Colonel White assumes the duties

as Executive Director-Comptroller at a time when the demands from the White House and the national security departments and agencies for round-the-clock information and analysis of complicated and fast-moving foreign situations were constantly increasing. Colonel White is meeting the test and is effectively solving the complicated personnel, financial, and other internal management problems caused by the increasing demand for intelligence activity.

The enthusiastic response of the members of CIA to Colonel White's appointment as Executive Director-Comptroller is evidence of their regard for the executive ability, integrity, and dedication to the Agency which he had earlier demonstrated as Deputy Director for Support -- a position in which he was well known to employees at all levels in the Agency.

As Head of the Support Directorate, he was responsible for over-all support for all intelligence, operational, and related activities. He directed the financial, personnel, training, communications, logistics, legal, and medical activities of the Agency during a period when CIA was "growing up." These responsibilities brought him into close personal contact with all principal departments and committees of the Executive and Legislative Branches of the Government, and he thus developed a depth of experience in public administration and management, and gained a broad knowledge of Government practices which he has effectively utilized in meeting the many unusual and complex requirements of this Agency.

As Deputy Director for Support, Colonel White is credited with building the Support Offices into service-oriented organizations sensitive in their response to the Agency and employee alike. His leadership in the development of new policies and procedures in the support functions of the Agency and his day-to-day effective management of the many housekeeping functions which "keep the wheels going" was and is of great significance to the effective functioning of CIA on the home front and in maintaining its "eyes and ears abroad." Possessing a keen appreciation of the Agency's mission and the complexities involved in conducting operational activities throughout the world as well as the vision and imagination which pioneers new avenues of progress, Colonel White innovated many important advances and improvements in Agency administration.

Some of the many programs fostered by Colonel White are as follows: a Career Officer Training Program which competent authorities in the training community have called the best of its kind in Government and industry; a world-wide communications system which has been vital in times of national crisis and has been praised by the President and the highest officials in Government; a global security program which has been highly commended not only by many departments of the U. S. Government, but also by foreign governments; an Agency benefits and services program which among other things includes health and life insurance programs that

pre-dated government programs and provided extensive coverage and excellent protection for our employees; and the development of a highly specialized and complex financial organization which has contributed greatly to the effectiveness of the Agency's mission. We should add to this list Colonel White's contributions to legislation which has been of great importance, for example, the conception and enactment of Public Law 88-643 providing for a Central Intelligence Agency Retirement and Disability System for certain groups of our employees and, last but not least, we should mention the major role Colonel White had in connection with securing a new Headquarters Building for the Agency.

During his distinguished career in CIA, Colonel White has put forth efforts significantly above and beyond the requirements of his position. His constant search for vital information and means to improve the management and efficiency of CIA is matched only by his capacity to integrate this information into meaningful policy and plans of action. His role in making the Agency career service system, which he helped to establish, function effectively is an example of the rare combination of idealism and realism which he has demonstrated in his solutions to very difficult and unique problems. This system includes the career management of personnel through multiple "Career Services" representing the Agency's major fields of vocational specialization in contrast to its organizational structure. Colonel White applied this concept most effectively to provide the broadest possible career opportunities to the generalist "Support Officer" who performs administrative and managerial functions in the various organizational components of the Agency. This system provides fluidity in assignment, allowing support personnel to move from one operational component to another to meet Agency manpower requirements and still achieve their full stature in their respective career fields. Executives in several other Government agencies have evidenced a great interest in the successful way the Agency has developed staff/line responsibilities in regard to management and career development of personnel.

Colonel White is credited with developing management concepts and practices which have resulted in notable improvements in the operational effectiveness of our Agency. From the very start of his service with CIA [] he has been a powerful influence upon the development of the institutional character of this Agency. It has been said that he is a down-to-earth idealist who is a tough-minded executive having a human understanding that both guides discipline and tempers judgments. His outstanding achievements eminently to an exceptional degree the primary characteristics of public administration: competence, character, integrity, and dedication to country.

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